

# CONCORDIA'S THURSDAY REPORT

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Identity, part-timers, spending, pension funds, CQI discussed in lively sessions

## Open meetings ventilate issues



PHOTO: M.-C. PÉLOUJIN & CHRISTIAN FLEURY

Charles Emond, Marcel Danis, Larry English and Jack Lightstone observe Rector Lowy at the podium.

BY BARBARA BLACK  
AND DONNA VARRICA

In meetings held April 24 and 28, senior administrators were told bluntly that their credibility is on the line, as Concordia, like other Quebec universities, tries to shore up its finances, attract and keep students, and define its own academic niche.

Separate meetings were held on faculty and staff issues to keep them from becoming unwieldy, and both were well attended by a total of about 400 people, despite a heavy downpour on April 28. The atmosphere was cordial but serious, as faculty, staff, administrators and a few students exchanged views on topics ranging from current contract talks to the future shape of the University itself.

Relatively little mention was made

of the academic planning proposals made by Provost Lightstone last fall, but charges were made that they are "nebulous," that no one supports them, that they perpetuate inequalities among the four Faculties, and that there was a lack of representation from part-time faculty and staff in drawing up *Our Immediate Future*.

Both gatherings raised the subject of Concordia's two-campus configuration, which it inherited from the 1974 merger of Sir George Williams University and Loyola College. The economic viability of the Loyola Campus and the significance of its traditions were questioned by several faculty and staff, and were defended by the senior administration.

Both faculty and staff talked of an over-reliance on part-time faculty and their low pay relative to full-time

See *Meetings*, p. 11

### Bill 104 update

The prospect of a 6-per-cent pay cut seems to be fading.

Employees in the university sector were concerned when it appeared a provincial law aimed at reducing the cost of the civil service would also apply to workers paid indirectly, through government grants.

However, Vice-Rector Institutional Relations Marcel Danis has since been assured verbally by Ministry of Education officials that Bill 104 will not apply.

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Irish lessons enrich a community, and oriental script challenges the computer.

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Women talk about work, and entrepreneurs take MBAs.

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May 22 and June 5

Academically ambidextrous, Harvard's Mark Hale is bringing two camps together

## Linguistics classes are bursting at the seams

BY BARBARA BLACK

A linguist is a scientist, not someone who can speak a lot of different languages.

It's an important distinction to Professor Mark Hale, who is a member of Concordia's small but thriving Linguistics sector, and he's aware that its grouping with languages into the Department of Classics, Modern Languages and Linguistics (CMLL) tends to reinforce that confusion.

"In an ideal world," he said in an interview, "linguistics would be part of the cognitive sciences, with some kinship to philosophy. Our primary theory is that language is an essential mechanism of thought, and communication is merely an external aspect of that."

Hale's own academic trajectory shows where linguistics has been and where it's going. It hasn't been a close cousin of psychology for very long. Hale himself had a rigorous, conventional training at Harvard, studying the vast Indo-European family of languages, which includes those of most of Europe, the Indian subcontinent and Iran.

However, over at the Massachusetts Institute of Technology (MIT), Noam Chomsky was dramatically

changing linguistics by looking not at how languages changed and spread through history, but at how children learn to speak.

Hale took his PhD and taught in the conservative, historical-based Harvard linguistics department, but he also studied under the theorists at MIT. Now he's trying to bring the two camps together through his research and his teaching at Concordia.

He's in a good position to do this; Chomsky's revolution has been so effective that departments specializing in historical linguistics are as scarce as hen's teeth across North America. Hale said there are only about three of them, and some literally don't talk to the "enemy."

Hale's resources here are tiny (only two full-time faculty members and a limited-term appointment, Charles Reiss, formerly a PhD student of his at Harvard), but "I like small departments," he said. "The linguistics department at Harvard has only five, maybe five-and-a-half, full-time faculty."

His section has no graduate program yet, and Hale can't hope to put Concordia on the academic map without one. However, the undergraduate classes are bursting. Where

See *Linguistics*, p. 11



PHOTO: M.-C. PÉLOUJIN & CHRISTIAN FLEURY

### Linguistics student wins major Harvard scholarship

Lisa Quesnel (above, right), who will graduate this spring from the Honours Linguistics program, has just been accepted into a doctoral program at Harvard with funding of \$39,000 (U.S.) a year. And before she starts there, she'll go to Cornell University on a scholarship from the Linguistics Society of America Summer Institute.

She has done a lot of work with Professor Mark Hale (on the left) on historical linguistics, but has also worked on "MIT-type" syntactical theory. Right now, she's doing a thesis on syntax in the Zulu language.

"I was looking for a language I knew nothing about," she explained. "I started on Latin and wasn't getting anywhere, then considered the South Pacific languages. But Mark had some material on Zulu that he hadn't a chance to look at, so we started on that. It's wonderful — it has all those clicks!"

Not just a brilliant student, Lisa has been a great organizer and a real asset to the department.

She founded the Concordia University Linguistics Association. Through \$7,000 from an affinity card program that Concordia's Alumni Affairs Office has with Mastercard, and matching funds from the Dean of Arts and Science Office, the students equipped a computer lab in the CMLL's new quarters on the sixth floor of the Henry F. Hall Building. - BB



# Arpi Hamalian helps students realize their real selves

BY ALISON RAMSEY

Sheer luck brought Arpi Hamalian to Concordia. Fresh from earning her PhD in Wisconsin, she would have returned home to Lebanon if war hadn't broken out. Instead, a former professor saw a Concordia ad and recommended her for the position. Hamalian was hired on a nine-month contract.

## SpellBinders

Teachers & Teaching

"I was the youngest person in the class of my first group of students," said Hamalian, now in her twenty-third year in the Education Studies program at Concordia. "It was wonderful to be in the middle of that talent! We learned from each other."

As it turns out, her students were lucky, too. Hamalian, who just won a Concordia Council for Student Life Award for excellence in teaching, took to the classroom like a bird to air.

"It's a community of scholars that talk to each other," she said with great enthusiasm. "A professor is 'the voice of the expert,' eager to give the gift of their knowledge, and if we're not careful, we dominate and forget the whole purpose of teaching, which is to create new voices and bring new participants into the conversation."

Conversation is a word that crops up often when talking to Hamalian.

She uses it to describe people discussing one topic for a brief time, but more often she means it in its widest possible sense. It describes the streams of information that flow between all people, stretching far back into the past and continuing until there are no humans left to exchange views or add to the body of knowledge.

Anna Sofia Johansson, who nominated Hamalian for the CCSL award, appreciates her teaching style. "She's very involved, in a low-profile way. She's not a bulldozer; she wants to pursue things that really have meaning to you."

"Once I get an idea of the students' backgrounds, I try to make things relevant for each of them," Hamalian said. Her class of 37 undergraduates this year represented about 23 different cultures. She her-

self speaks five languages and has done research in the Middle East, India and several countries in Africa.

"I try to develop competence in the subject matter, but also foster professional development," she said.



Education Professor Arpi Hamalian was the adviser for Kevin Callahan's MA thesis on Irish classes in Belfast.

PHOTO: M.C. PELOUIN & CHRISTIAN FLEURY

"I strongly believe that what we learn at university has to have relevance for our lives and the communities we live in."

Hamalian often comes to class lugging a pile of journal articles to show students. "She talks us through it," Johansson said. "She shows us the interesting parts, and where to find the other point of view."

If she doesn't bring articles, she may have a former student in tow. Barry Lazar, a freelance writer specializing in minority communities, attended her first class.

She invited him back "to illustrate real life, and the possibility of making an impact. I try to show them how to achieve their goals in different ways, and that a pattern stays with you even if you work in different sites. Barry is a perfect example of how you can live life with a concern for human life, with peace, and living life without fear."

"She's a facilitator," Johansson said. "She helps people become what they would be anyway — but a little faster, and with more insight."

## MA student examines resurgence in Irish-language education

BY PHIL MOSCOVITCH

Kevin Callahan's MA thesis strikes a note of hope for threatened languages.

In the thesis, Callahan, a student in the Educational Studies MA program, looks at the resurgence of Irish-language education in Belfast over the course of the last 30 years.

With the Irish language moribund in Northern Ireland, a group of working-class Belfast families decided to begin reviving Irish by creating a community in which the language would be spoken on a daily basis. Their first community-run school opened in 1971 with nine pupils.

Today, more than 1,000 students in Belfast are schooled in Irish Gaelic at 16 nursery schools, five primary schools and one high school. The schools are so popular that some parents rush to reserve space for their children in Grade 1 as soon as they are born.

But getting these educational insti-

tutions established was no easy task. The buildings themselves were, in many cases, put up by members of the community on their own initiative.

And it took 15 years for the government to provide funding for Shaw's Road School, the first of the Irish-language schools in Belfast. "If you compare the support the British government gives Welsh or Scots Gaelic, the contrast is quite clear," Callahan said.

He added that running the schools has provided an important education for the parents as well. "There was a whole educational process going on because the parents were running the schools. Working-class people who may not have had much formal education had to learn managerial and accounting skills."

One of the problems faced by the people who first set up the schools was a lack of properly trained Gaelic-speaking teachers. While many of the teaching responsibilities have been taken on by parents in the past, Call-

ahan said that "people feel the time has come to professionalize and introduce more formal teacher training."

Bhí ról criticiúil — agus tá i gcónaí — ag teanga na Gaeilge ó thaobh féinaithe Éireannach an phobail de. (The Irish language has played a critical role — and still does — in our people's sense of Irishness.) — from Kevin Callahan's thesis

Nevertheless, students from Belfast's Irish high school, for the most part, do better than average on the UK's national high-school leaving exams.

It's not just the children, though, who are using the Irish language on a daily basis. Callahan said adults have been "trying to create more and more spaces where Irish can be used." Irish speakers have attempted to increase the language's visibility by

lobbying for its use on street signs in certain parts of Belfast, for instance, and they have created vehicles such as newspapers, Irish-language pub nights, and a cultural centre where the language is spoken and written.

During the course of his thesis work, Callahan travelled to Belfast twice, where he interviewed Irish-speakers aged "from six to their mid-60s" involved in the Irish language movement — including an ex-prisoner who had learned Irish in jail and then went on to write an MA thesis on the movement.

Callahan said the recent explosion in the popularity of Irish music has helped to further fuel the language's revival. When singers like Enya or Sinéad O'Connor speak Irish in concert, it helps to affirm the language's existence. "In recent years, in the South as well as in the North, among nationalists, there is a growing self-confidence," he said. "There is a new pride."

In a CTR story published last year,

Concordia student Steven O. Horne worried that the Mohawk language education that Kahnawake students were receiving would not be enough to keep the language alive.

Callahan, who draws a parallel between the suppression of native languages in North America and of Gaelic in Ireland, said he is optimistic about the language's chances of survival in the North. "I think this is all part of a process. Things might change in five or 10 years, but for now it is positive."

Professor Arpi Hamalian, Callahan's adviser, noted that all three members of the examining committee marked the thesis "excellent" and recommended publication.

Callahan, who has taught English as a second language at McGill for the last 15 years, is of Irish origin, although his roots lie not in the North, but in the Republic of Ireland.

## Fundraising for Irish Studies program going well

BY PHIL MOSCOVITCH

After less than a year of fundraising, the Canadian Irish Studies Foundation is already almost halfway to its \$2.3-million target. The foundation is raising money to fund an interdisciplinary Irish Studies program at Concordia.

English Professor Michael Kenneally, the foundation's executive director, says that \$1 million has been raised since the fundraising campaign formally began in Octo-

ber — and he is optimistic that the target can be reached by the end of this year.

Major donors so far have included the Royal Bank, Canadian Pacific, the Bank of Montreal and Petro-Canada.

"Everybody is quite amazed that we've raised so much so fast," Kenneally said.

A cluster of Irish studies courses was launched this past year, and two visiting professors from Ireland will teach courses at Concordia this summer. Two new courses should be launched in

the fall of 1998, and, with funding in place, a full-fledged undergraduate program will debut as soon as all the appropriate University requirements have been met.

The program would have a double focus, looking both at Ireland and at the Irish in Canada. In this respect, it would be unique in the country.

While the University does not have the funds to financially support the Canadian Irish Studies Foundation's work, Kenneally said that Concordia has been "very enthusiastic" about the program.

## IN BRIEF...

### Learneds on The Rock

The 1997 Congress of Learned Societies will be held May 31 to June 14 at Memorial University of Newfoundland, in St. John's.

The Learneds, as it is called, is the largest annual interdisciplinary gathering of academics in the humanities and social sciences in North America. More than 6,000 participants are expected to attend about 100 two-to-three-day academic conferences held concurrently over two weeks. The theme this year is communications.

The featured speakers this year promise to be popular choices. They are E. Annie Proulx, the former Concordia history graduate student who won the Pulitzer Prize for *The Shipping News*, her novel about Newfoundland; Rex Murphy, puckish CBC commentator and a Memorial alumnus; and Katie Rich, the Innu activist and former band council chief from Davis Inlet, Labrador.

Concordians who attend the Learneds are invited to share their experience with the readers of *Concordia's Thursday Report*.



# Pattern recognition on Asian languages is a complex endeavour

BY PHIL MOSCOVITCH

Think of how hard it can be to read someone else's handwriting. Now imagine trying to teach a computer to do it.

That's just one of many projects that Professor Ching Suen, one of the world's leading figures in his field, has worked on as director of Concordia's Centre for Pattern Recognition and Machine Intelligence (CENPARMI).

Suen gave the keynote address at the 17th International Conference on Computer Processing of Oriental Languages. The conference was held in Hong Kong on April 2, and it brought together 150 experts from 12 countries.

In his address, called "Intriguing Aspects of Oriental Languages," Suen outlined some of the challenges involved in teaching computers to distinguish among Korean, Chinese and Japanese.

Two important challenges face programmers developing pattern recognition software for the three languages. In order to be able to read script, the programs must be able first to distinguish among them.

This task is complicated by similarities between the three. Japanese, for instance, contains three different scripts, one of which uses Chinese ideograms, and Korean script some-



Ching Suen

times includes a mixture of Chinese characters as well.

When it comes to recognizing handwriting on poetry, idioms and proverbs, the situation becomes even more difficult.

State-of-the-art software can recognize printed Chinese characters with a very high accuracy rate, but that rate drops from over 90% to as low as 70% for handwritten documents.

"Some Chinese characters are complex. They can have up to 35 or 40 different strokes. Some are vertical, some horizontal, some slanted,

some with hooks," Suen said. Because of the number of strokes, people try to cut as many as possible.

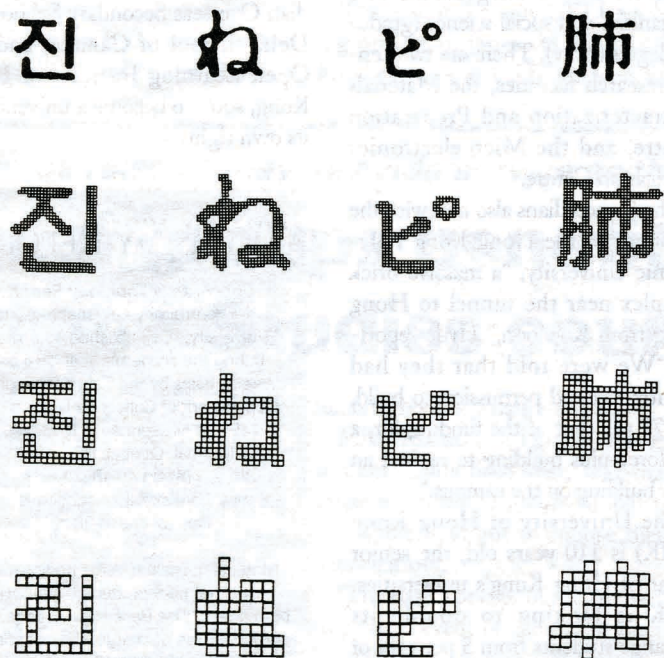
While Asian scholars have been involved in pattern recognition for years, there has been surprisingly little discussion among researchers working on different languages.

"A Korean scientist would report the results of recognition of the Korean language. Japanese researchers would report results on the recognition of Japanese, and in Taiwan, Hong Kong and China, people would report results on the recognition of Chinese," Suen said.

A dozen years ago, Suen and a graduate student developed an early program that was capable of recognizing 3,000 printed Chinese characters with 95-per-cent accuracy. (There are about 50,000 in existence, but only 6,000 are regularly used.) But he said he has not had the opportunity to do further research in the area.

During his stay in Hong Kong, Suen attracted considerable media attention. His talk was mentioned in the Chinese-language paper, *Wen Hui Bao*, and Suen was interviewed by the English-language Radio Hong Kong and the South China *Morning Post*, as well as by *Ming Pao* — Hong Kong's leading Chinese-language daily.

The CENPARMI team consists of visiting scientists from France, China and Korea, as well as 20 graduate students, and research and support staff.



Oriental characters in different resolutions. From an article by Ching Suen, "Processing of Chinese and Oriental Languages," in the *Encyclopedia of Computer Science and Technology*, Volume 26, Supplement II.

## IN BRIEF...

### Homeric tradition lives on

Jane Francis and Catherine Bolton (CMLL) organized a conference on Homer and the Lyric Tradition on the Loyola Campus over two days, March

14 and 15, in the Russell Breen Senate Chamber.

The invited speakers came from Victoria, Waterloo, Toronto and Montreal. The keynote speaker was Egbert Bakker, Université de Montréal, who presented a paper, "The Near and Far: From Homeric Performance to Pindaric

Victory Ode."

Despite inclement weather, the conference was well attended by alumni/ae from the Classics Department, faculty from Concordia, McGill and the Université de Montréal, and students from all three universities.

## AT A GLANCE

COMPILED BY BARBARA BLACK

*This column welcomes the submissions of all Concordia faculty and staff to promote and encourage individual and group activities in teaching and research, and to encourage work-related achievements.*

**Ulrike de Brentani** (Marketing) was keynote speaker at the first "Lunch and Learn" session of the Canadian Chapter of the Product Development and Management Association. She presented "Developing New Business-to-Business Professional Services: What Factors Impact Performance." The meeting took place in Toronto in March.

**Frederick Francis**, deputy director of the Centre for International Academic Co-operation (CIAC), was named 1996-97 AIESEC Concordia Board Member of the Year. AIESEC is an international business students' group with an active Concordia chapter, and the CIAC has worked with AIESEC and other student groups on international projects.

**Monica Vegh**, a student in Commerce and Administration and an executive member of AIESEC Concordia, will participate in an electronic conference in preparation for the Asia-Pacific Economic Co-operation (APEC) meeting of trade ministers in Montreal on May 9 and 10. Her name was submitted by the Centre for International Academic Co-operation (CIAC) to the Department of Foreign Affairs and International Trade.

Congratulations to **Lawrence Kryzanowski** and **Richard Chung**, both of the Department of Finance, whose paper, "Determinants of Earnings Forecast Accuracy of North American Analysts," was selected as the recipient of the Toronto Society of Financial Analysts' Research Award. The award, which was presented on April 30 at a reception in Toronto, carries a \$5,000 prize.

Congratulations to **Clement Lam** (Computer Science), who has been selected by the Canadian Image Processing and Pattern Recognition Society for its Distinguished Service Award. In a congratulatory letter, Dean Don Taddeo paid tribute to his many successes, leadership at the cutting edge of his field of research, and outstanding service to the Faculty and the University.

Two "Canada Scholars" in the Faculty of Engineering and Computer Science have been selected for Special Corporate Awards via the federal Department of Industry. **Diana Crisante** and **Steven Joseph Neemeh** won Pratt & Whitney Awards, and Crisante also won a SCIE Award. The awards of \$1,000 and \$1,500 are sponsored by corporations to promote excellence and research in specific fields of science, engineering and technology.

**Hugh McQueen** (Mechanical Engineering) was awarded a Humboldt Foundation Allowance for his June-to-December sabbatical to pursue research in materials science at the University of Erlangen-Nuremberg in Bavaria. His collaboration with Professor W. Blum began in 1992; they have done 11 research papers and presented keynote lectures at three conferences. McQueen has just been made a life member of the American Society for Metals International.

**Randy Swedburg** (Leisure Studies) has been named a Senior Fellow of the American Academy of Leisure for his scholarship in the field of recreation and leisure.

**Christine Tawtel** (Advancement) has been elected to a one-year term on the Datatel Users' Group Board of Directors. Datatel, whose headquarters are in Fairfax, Virginia, represents more than 350 institutions in the U.S. and Canada that use administrative software solutions developed by Datatel.

**Charles Reiss** (CMLL) presented his and **Mark Hale's** joint research at a number of U.S. universities recently: "What is Output? Output-Output Correspondence in OT Phonology" at the West Coast Conference on Formal Linguistics, at the University of Washington (Seattle); "Evaluating the Empirical Basis of Output-Output Correspondence" at the 23rd Meeting of the Berkeley Linguistics Society; "Learnability and Representational UG" at Stanford; and "Phonological Acquisition and Phonological Theory" at Berkeley.



# LETTERS

Concordia's Thursday Report is interested in your letters, opinions and comments. Letters to the Editor must be signed, include a phone number, and be delivered to the CTR office (BC-117/1463 Bishop St.) in person, by fax (514-848-2814), by e-mail (barblak@alcor.concordia.ca) or mail by 9 a.m. on the Friday prior to publication. Limit your letter to 500 words. The Editor reserves the right to edit for space considerations, although the utmost care will be taken to preserve the core of the writer's argument.

## The privileged few?

The April 24 issue of the *Thursday Report* appeared this morning. There was a lovely article on and by Tarek Zghoul and his experiences in and around Concordia.

Tarek, who is a good student and a very nice person, is doing an honours in Biology and is a member of the Science College. He pointed out that the Science College has relatively good facilities: a living room, kitchen, library and two floors where students — of the Science College — can relax, study, watch television, work or play at computers, Xerox things, and congratulate themselves on their good fortune.

I cannot believe that there is a group of about 100 students\* at Concordia that is so lavishly treated as this description implies. I find it disgusting. Our students in Biology, Chemistry and Biochemistry do not have quite such a good life. We pro-

vide them with dusty floors where they can sit, study and eat.

The Science College, in the Concordia context, does not serve a useful purpose. Considering the clientele, it consumes an inordinate amount of our total budget. It should be closed.

\* I say 'about' because no one really seems to know how many there are. The University pays the bills, but is not privy to how many are really there. It is probably more than 50, but how many more is anybody's guess.

Jack A. Kornblatt  
Biology, retired

## Spelling inconsistency

After a few years of blessed consistency, I note that the compilers of the 1996-97 and 1997-98 graduate

and undergraduate calendars once again cannot make up their minds whether Concordia offers *programs* or *programmes*.

Why do we have U.S.-style *programs* in Graduate Studies, but British-style *programmes* in Undergraduate Studies? I find this irritating, and do not think it reflects very well on Concordia. Why can't we get our act together on this matter?

For the record, the *Concordia University Style Guide*, issued by the Public Relations Department, states (page 25) that Concordia uses the British spelling of *programme*.

Susan Callaghan  
Decision Sciences and MIS

Editor: Absolutely right, and you have found the culprit — me. For more on this subject, see *A Tale of two ems*, this page.

## A tale of two ems

BY BARBARA BLACK

Shortly after I came to Concordia, in 1992, I was asked to assemble a style guide for the Public Relations Department that might be a model for consistent spelling throughout the University.

It included the spelling conventions that existed here at the time. Most of these were British, including the *ou* in *labour* and *honour*, the double *l* in *travelling*, and the *-me* in *programme*. There were also long-accepted American spellings, such as the *z* in *recognize*, and the French accents in *Montréal* and *Québec*.

As time went on, I became uncomfortably aware of how our press releases, brochures and *Concordia's Thursday Report* diverged from the newspapers that we were trying to interest in events and projects and people here. *The Gazette*, the *Globe and Mail*, *Maclean's* and the national news service, the Canadian Press, all use *program*, and none use the French spelling of *Montreal* and *Quebec* unless the text is in French.

(The exception is *Saturday Night* magazine, which goes virtually all-British, including *no-one* and *recognise*, although they draw the line at

leaving out the periods after initials, as in *PG Wodehouse*.)

With permission of the head of Public Relations, I announced in the pages of *CTR* that we had amended our own Style Guide, and would use *program*, and *Montreal* and *Quebec* without the accents, as do most of the media, and most English-language Canadian universities, including McGill.

(For the record, the McGill Reporter also uses the single *l*, as in, "April is the cruelest month"; so does *The Gazette*. However, *The Gazette*, after many years with American *honor* and *labor*, has gone back to the British spelling.)

Here's what some Concordia experts had to say:

Professor Gwen Newsham, a born-and-bred Canadian, teaches grammar in the TESL Centre. (Note the British spelling of *centre*, which conforms to the Style Guide). She's quite casual about it, joking that Canadians should settle for consistent spelling "on the same page."

Historically, she pointed out, usage changes faster at the grammatical epicentre, Britain; in the U.S. Appalachians, you'll still hear the archaic *gotten*, for *got*. When it comes to inflection, the accent is

moving to the left. Americans say *garage* and *harass*, but the British are on the leading edge, with *garage* and *harass*.

British spelling does tend to be closer to French, Newsham admits, but she is all for brevity and economy. She'll use *centre* instead of *center*, just for the sake of picking one of two equals, but she prefers *travelling* and *program*.

English Professor Harry Hill, who administers the University Writing Test, uses British spelling because he grew up in England, but he considers the subject "a non-issue." Canadian spelling, typically, is "across the fence." Even the Americans aren't consistent, he noted. "In New York, there's the *Gershwin Theater*, but the *Music Box Theatre*."

Hill said Canadians tend to think that British spelling is more "lah-de-dah," and therefore more correct, but it's not so, and *program* and *centre* are "standard North American."

What are we going to do about *program(me)*? *CTR* and the rest of the PR Department will continue to use *program*, and try to lead by example.

## Faculty promotions

*CTR* publishes biographies and photos of the professors elevated to Full Professor and Professor Emeritus in the last issue of the year, which will be published June 5. Therefore, the deadline for this material is Thursday, May 28. Phone, 848-4882; fax, 848-2814; barblak@alcor.concordia.ca.

# Hong Kong universities interested in exchanges

BY BARBARA BLACK

On their recent whirlwind trip to Hong Kong, Rector Frederick Lowy and Mary Kay Lowy, Advancement Director Chris Hyde and Board member Hazel Mah spent much of their time visiting five of the six Hong Kong universities, with a view to establishing closer relations and active exchanges of students and faculty.

Everywhere they went, they were encouraged to talk and leave information about Concordia, and in many cases, their visits were guided by Concordia alumni or faculty now teaching in the bustling Asian metropolis.

At the Hong Kong University of Science and Technology (HKUST), they met with the vice-president for research and development, and the director of the university development office. HKUST has a spectacular campus, Hyde reported, perched high on a hill overlooking the bay.

"The university sees its mission as that of a research institution first and foremost," Hyde said. "Their facilities are magnificent, and of particular interest is their library, which is organized in a similar fashion to [Concordia's] R. Howard Webster, but is fully fibre-optically wired."

HKUST has four schools: science, engineering (including electronic), business and management, and humanities and social science (graduate degrees only). There are two central research facilities, the Materials Characterization and Preparation Centre, and the Microelectronics Fabrication Centre.

The Concordians also met with the president of the Hong Kong Polytechnic University, "a massive brick complex near the tunnel to Hong Kong from Kowloon," Hyde reported. "We were told that they had recently received permission to build, and 75 per cent of the funding for, a 20-storey-plus building to replace an older building on the campus."

The University of Hong Kong (UHK) is 110 years old, the senior by far of Hong Kong's universities. UHK is looking to double its exchange students from 5 per cent of total enrolment to 10 per cent. Many of its current exchange students are from mainland China, McGill and the University of British Columbia.

The Concordia group also toured the facilities of the City University of Hong Kong, which was established in 1984 as the City Polytechnic of Hong Kong.

"This is an easy-to-use campus on an urban-university model," Hyde reported. Enrolment is 17,000, of whom 10,000 are full-time. There are Faculties of Business, Humanities and Social Science, Law, Science and Technology, the College of Higher Vocational Education, and the School of Graduate Studies. Research areas include physics, materials, semi-

conductors, radiation, electronic engineering, microwave, and mathematics. In spite of many similarities, including size, Hyde noted that City University's operating budget is roughly double that of Concordia.

"We toured recreation, athletics and student services areas, and were very impressed by not only the facilities, but by the way they are grouped and integrated," he said. "There is nothing like starting from zero and being given a lot of money. Their planning and engineering are a marvel."

The Chinese University of Hong Kong is the only officially bilingual university (Cantonese and English; the others all operate in English). It is located in Shatin, in the hills overlooking the sea, and is the second oldest university in the city. Among the faculty is Professor Freedom Leung, who holds three psychology degrees from Concordia. This university is quite adept in student exchanges, and is relieving the pressure on accommodation with construction of more residences.

During their active eight-day trip, from March 21 to 28, the Concordia group visited a number of other schools and offices, including the Canadian Education Centre, the Canadian Commission in Hong Kong, Quebec's immigration office, the Canadian Chamber of Commerce, the French International School, the South-East Asia Canadian Overseas Secondary School, the Delia School of Canada, and the Open Learning Institute of Hong Kong, soon to become a university in its own right.

## CONCORDIA'S THURSDAY REPORT

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E-mail: barblak@alcor.concordia.ca  
Fax: (514) 848-2814


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Editor  
Barbara Black

Copy Editor  
Eugenia Xenos

Design and Production  
Christopher Alleyne  
Marketing Communications

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 **Concordia**  
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## CORRECTIONS

The editor offers profuse apologies to History Professor Fred Krantz. She confused his name with that of another faculty member and wrongly identified him as retired in the last issue (Names in the News, April 24). Fortunately, he

is as active as ever.

Due to incorrect information supplied, one of our faculty members photographed in Hong Kong recently (*CTR*, April 24) was incorrectly identified as Mohammed Khalifa. He is Dennis Kira (Decision Sciences and MIS). Our apologies to him and to Professor Khalifa.



# SENATE NOTES

COMPILED BY BARBARA BLACK

*A regular meeting of the University Senate, held May 2.*

**Rector's Remarks:** "We live in a constantly shifting environment," said Rector Frederick Lowy, as he announced the latest information from the Quebec government about operating grants. Instead of \$8 million in cuts in 1996-97 and \$12 million in 1997-98 (\$20 million over two years), there will be only \$8 million cut from next year's budget, but another \$8 million the following year (\$24 million over three years). In addition to task forces on programs and funding, there is a third task force on government policies regarding universities, which is expected to make its report late in the summer. Lowy announced that the task force had chosen as its student representative Kathy Tsolakos, current president of Concordia's Commerce and Administration Students Association (CASA), who spoke briefly about her participation. He led Senate in congratulating Wagdi Habashi (Mechanical Engineering) for his latest major grant. It was also noted that a photo of hockey player Cammi Granato, in her Concordia Stingers uniform, has appeared in two magazines, the new U.S.-based *Sports Illustrated Women/Sport* and *Saturday Night*.

**FALRIP:** In answer to a question, Vice-Rector Institutional Relations Marcel Danis said that there would be no exceptions to the FALRIP package (i.e., no changes to the terms following acceptance) without significant reason.

**Graduate Studies and Research:** Dean Martin Kusy said that every effort is being made to keep the CASA (Concordia Aid to Scholarly Activities) fund alive. An FCAR grant of \$216,000 has been awarded to CSBN Psychology, an increase over last year, and the funding for the Centre for Building Studies will be continued. Concordia did well in terms of NSERC applications, a 50-per-cent success rate compared to the 40-per-cent national average. However, our rate is still low for SSHRC: only 20 per cent, compared to the national average of 30 per cent. The Master of Arts in Translation degree has been approved by CREPUQ, and is now before the Ministry of Education.

**Services:** As chair of the Academic Services Committee, Vice-Rector Services Charles Emond reported that the committee recommends a more cost-effective

policy on tuition refunds. He also announced that the cleaning contract with the current provider will be terminated, and better service is expected from the next provider; however, the nearest bid tendered was \$300,000 higher than the current contract, so cleaning will cost the University more money.

**Term extensions of searched positions:** Late in the April 17 meeting, the Rector informed Senate that he intended to ask the Board of Governors for a one-year extension of the term of the current Provost and Vice-Rector, Research. This caused some debate about the role of Senate in the search process, and resulted in a notice of motion by Bill Gilsdorf (Arts and Science). Accordingly, he presented three motions on this subject. Two were defeated, and one was accepted. The motions that were defeated would have conveyed to the Board Senate's view of the extension of Provost Jack Lightstone's term; this was objected to by some senators as inappropriately personal. The other defeated resolution called for "an explicit role in the search and selection of appointed senior administrators, including the question of term extension, which role should be embodied in the rules and procedures governing that process." The motion which was carried expressed Senate's concern about the absence in the present rules of a process or set of criteria to guide the Board in the extension of the terms of appointees, and called on Senate to "assert the importance of its active participation in the examination and revision of the present Rules, including the question of term extension, in a manner which reflects its role as the University's most senior academic body."

**Research Centres:** With several amendments, a motion was passed which will bring the University's research centres under the authority of the Dean of Graduate Studies and Research, with the assistance and advice of the University Committee on Research Centres. The preamble to this motion, which was first presented in February, explained that the structure of resource allocation to research centres has put Concordia at a competitive disadvantage vis-a-vis other Quebec universities; the University as a whole makes a commitment to FCAR or other funding agencies to support research centres,

but requires the resources for these centres to come from within Faculty and/or department budgets. This motion creates a university fund for the support and development of established and new centres.

**Common standards:** A motion was passed to accept a third report on common standards and procedures for graduate diploma programs. (Previous reports dealt with PhD and Master's programs.)

**Fine Arts graduate curriculum:** After some discussion, the proposed changes to the graduate curriculum were accepted. The discussion centred on plans for an MA in Creative Arts Therapies (an expansion of the existing Art Therapy MA program to include a new option in Drama Therapy). Quebec government start-up funding is expected on the grounds of the program's uniqueness and demand. Harvey Shulman (Arts and Science) asked why such a project is going ahead now, before academic priorities have been established. Provost Jack Lightstone replied that within the Faculties, the planning process is ongoing and perpetual.

**Graduation prize in Interdisciplinary Studies:** A motion to establish such a prize was carried.

**School for Building:** There were some questions about the name of this new unit, to be created from the merging of the Civil Engineering Department and the Centre for Building Studies; one senator said that in many institutions, "school" is taken as greater than "department," and on the way to "Faculty." Hormoz B. Poorooshasb (Engineering and Computer Science) remarked on how the proud the Faculty is of this unusual grouping of disciplines. The proposal for the creation of the School for Building was carried.

**Reinstatement:** A motion by Hugh McQueen (Engineering and Computer Science) to reinstate T. and S. Sankar to their former status as professors died on the order paper because McQueen was absent, and no other senators took it up.

*Next meeting: May 30.*

Guy Lachapelle

PHOTO: PAUL LABELLE



*Concordians may be too humble about their research, says our provincial point man*

## Tooting our own horn

BY JEAN-FRANÇOIS BÉGIN

Political Science Professor Guy Lachapelle firmly believes that Concordia has an important role to play in Quebec — an essential belief for someone who was recently given responsibility for relations with the provincial government.

Last fall, Vice-Rector Institutional Relations Marcel Danis asked Lachapelle to supervise the University's relations with the Parti Québécois government. (Around the same time, Danis also put Professor Brooke Jefferies and Dean Donat Taddeo in charge of Concordia's relations with the federal government and the City of Montreal, respectively.)

"I think I was appointed because I've always complained that the University was not close enough to its core community, which is, first and foremost, the province of Quebec," said Lachapelle, who makes no secret of his sovereigntist convictions.

### Good relations

"People have to understand that Concordia is in Montreal, and falls under Quebec's jurisdiction. Of course, we may get grants from federal institutions. But, above all, we must maintain good relations with the government of Quebec."

Lachapelle feels that those relations were sometimes neglected in the past, not so much because they were deemed unimportant, he says, but rather because of the way the University's funding system was — and still is — devised. "The amount of money you got was a function of the number of students you had, so the system did not encourage the establishment of contacts [with the government]."

One of Lachapelle's main responsibilities, in fact, is to look at alternate funding solutions for Concordia.

Faced with severe budget cutbacks, universities must come up with innovative approaches if they want to keep up educational standards, and Concordia is no exception.

"Since we cannot rely entirely on institutional funding," Lachapelle said, "we must secure research grants, which provide scholars with money from various government programs." The problem is that Concordia's research tradition is not as rich as that of the Université de Montréal or McGill, which usually get the lion's share of funding. "Concordia is much like UQAM," Lachapelle said. "We're both young universities, and we went through a similar development."

Perception is part of the problem, and Lachapelle intends to demonstrate that much valuable research is done at Concordia. As well as encouraging our researchers to develop partnerships with colleagues from other universities, he intends to submit Concordians for such honours as the annual Prix du Québec.

"People here are humble about their research," Lachapelle said. "We don't have aggressive researchers like in other universities. I'm not saying that this culture should be changed. Our role is simply to say that some very valuable things are done at Concordia, and we intend to say it."

In addition to his regular teaching, he is co-chair of the organizing committee of the International Political Science Association's 18th World Congress, which will take place in Quebec City in the year 2000. Despite this busy schedule, Lachapelle remains deeply committed to the University.

"I'm a graduate of Concordia, and I've always thought that Concordia has a place in Quebec," he said. "To me, it's fundamental."

## Bone marrow donors sought

Joe and Fady Said, brothers who are PhD students in the pattern-recognition unit, CENPARMI, are trying to save the life of a 33-year-old man with leukemia.

Joseph Haddad has been given a chance of survival of only 20

per cent, but he has an 85-per-cent chance if an appropriate bone marrow donation is found.

The Said brothers are seeking many as 400 volunteers at Concordia to help Haddad and others. Their interest was aroused when four of their friends died of leukemia when no compatible donor could be found. The campaign is being organized with the help of the Canadian Red Cross, and has

received the encouragement of Rector Frederick Lowy.

An information session will be held here on May 14, at 11:30 a.m., in H-110. The Red Cross will take blood samples from volunteers in H-110 at 11:30 a.m. on May 20 and 26. The Saims can be reached at said@cenparmi.concordia.ca, or by phone at 941-4686.



# Campaign will establish Chair in Appetite and Addiction Studies

BY KELLY WILTON

Some relief is on the way for the social devastation and financial burden caused by substance abuse, thanks to the Campaign for a New Millennium and a dedicated group of researchers at Concordia.

The University will allocate \$1 million toward a Chair in the Study of Appetite and Addiction. Researchers at the Centre for Studies in Behavioural Neurobiology (CSBN), which is under the auspices of the Psychology Department, have gained international recognition for their work on how drug addiction affects reward-related circuits in the brain.

"I would say that this group of eight professors and several graduate students are among the top 10 in the world researching the issues related to addiction," said Zalman Amit,

who has been a professor at Concordia for 25 years. "This Chair will bring the University and this group the recognition they deserve and the support they need to continue their work."

Amit said the Chair in Appetite and Addiction will be the first of its kind in Canada, and will bring with it considerable advantages. "We will be able to raise funds more easily for this important area of research, and we will be able to attract outstanding graduate students who may not have been aware of the research we are conducting at Concordia," he said. "Also, it will be good to have a leader, someone to emulate, to head seminars and to give a series of public lectures."

Traditionally, research in addiction has focused on how to reduce withdrawal symptoms because the assumption has been that the unde-

sirable effects of these symptoms are what cause a person to continue using drugs, Amit said.

But recent studies have indicated that this assumption may be false. In one of these studies, researchers administered heroin to one group of animals until they were "addicted"; another group was left drug-free. Both groups were put in a situation where they could press a lever and heroin would be fed into their bodies. Traditionalists would have expected that the addicted animals would press the lever more than the other group in order to avoid withdrawals, but this didn't happen.

At Concordia, researchers believe that it is the euphoric effects of the



drug that cause a person to keep using the substance, and not the fear of withdrawal. "It is a little bit like the peanut effect," Amit said. "You can sit in front of a bowl of peanuts all night and not eat one, but once you take one, you will likely finish the bowl. The difference, of course, is that drugs like cocaine and heroin cause a much more intensely pleasurable effect than peanuts."

The CSBN was founded at Concordia in 1982 to research motivated behaviour. Professor Jane Stewart laid the groundwork for the development of the CSBN during her time as chair of the Psychology Department. Her work in the area of learning and sensitization in drug dependence is

widely acclaimed in Canada and abroad.

There have been some exciting developments recently from studies conducted at the CSBN. The main focus of research has been on cocaine, morphine, heroin and alcohol addiction.

Three particular areas have been studied: What happens to our bodies when we take drugs? Is there a commonality among different drug addictions? And how can an effective intervention be developed?

"Recently, for example, we discovered that an animal's desire for heroin could be curbed after the administration of a certain substance that acts as its antagonist," Amit said. "It is very exciting research, and the implications are great. If our work results in fewer addictions, it would be wonderful for society."

## Course on HIV/AIDS changes over the years

BY SYLVAIN COMEAU

After three years, Concordia's unique interdisciplinary course in HIV/AIDS thrives in a constant state of flux, reflecting the changing face of the pandemic.

The course is taught by two co-instructors every school year, as well as guest lecturers such as community workers and experts in the field.

"HIV/AIDS is a perfect subject for interdisciplinary study," said Cinema Professor Tom Waugh, a co-instructor last year and the chair of the HIV Academic Sub-committee, which runs the course.

"It's about medicine and the relationship between science and society; it's about culture, law, government, international politics — it's all of

these things. It crystallizes a shakeup that is happening in science and academia. The compartmentalization between the disciplines is no longer tenable, and AIDS makes that very clear."

Given the widening and rapidly changing nature of the disease's impact, Waugh feels that rotating professors make the course's daunting mandate more feasible.

"We're much better off drawing from a pool of people who are interested in teaching it, so that we don't have just one person who ends up burning out after a while."

This year, the co-instructors were Sociology and Anthropology Professor Fran Shaver and Larry Kleiman, an adjunct Professor of Biology at Concordia and a virologist at the

McGill AIDS Centre. Shaver draws heavily upon her research with sex workers.

"The men and women I've interviewed on the street are practising safe sex on the job, and the women are not heavily into drugs. So in the course, I try to counter some of the stereotypes and myths surrounding sex workers. In particular, they are not vectors of HIV transmission into the 'normal' population."

Since the six-credit course was founded in 1994, its emphasis has shifted toward an increasingly global perspective on the crisis.

"We try to take into account, in the course, that HIV and AIDS present very different problems globally, as opposed to a North American perspective. For example, in Africa

and Asia, heterosexuals make up about 90 per cent of AIDS cases, while homosexuals and IV drug users make up the majority of North American cases."

Waugh, who last year examined how the media and film deals with HIV/AIDS, said the course tries to counter a North American bias in the media, which often portray a reality for people with HIV that may be far different overseas. He gave the example of *Time* magazine's choice of AIDS researcher David Ho as Man of the Year.

"This may create a dangerous new mythology that the 'cure' has arrived, and that the syndrome may be turning into a chronic disease that can be treated. That may be true for people in the first world, who have health

insurance, but not for people in the rest of the world, who can't afford drugs."

Another change since the course began has been an increasing focus on the medical and biological aspects of the disease, courtesy of Kleiman, who will act as a guest lecturer next year as well.

"We wanted to provide a greater understanding of how the virus behaves in the body," Shaver explains, "and the effects of drugs on the virus. And we're making a real effort to attract more science students to the course."

Funding for the course comes from pharmaceutical giant Glaxo-Wellcome, which also co-sponsors Concordia's public lecture series on HIV.

## Task Force to Review the Human Resources Department

The current mission statement of the Human Resources Department, as approved by the Rector's Office on October 22, 1992, is:

*To create a fair, equitable and stimulating working environment consonant with the mission of the University so that it becomes the place of choice to work. We are committed to fostering initiative, innovation and dedication in our staff, to responsible leadership in our managers, to the recruitment of qualified persons and to providing assistance and support in the workplace. We will do this by ensuring that our policies promote strong humanistic values dealing with individuals and that they encourage collegiality amongst managers and staff, by maintaining fair and competitive compensation and employee benefits, and by being responsive to changes in our environment.*

I have established a Task Force to review the Human Resources Department, with particular reference to the labour relations, employment, employee relations, training and development, compensation, benefits, faculty personnel office and payroll functions. I have asked the Task Force to answer four questions.

- Is the mission statement still appropriate?
- What are the needs of the University and how can Human Resources best meet those needs?

- Could the resources available to the Department be assembled in ways that would better serve the University?
- Are there (innovative) approaches or strategies available to improve productivity and the quality of service (not necessarily exclusive to the Human Resources Department)?

In addition to receiving written briefs, the Task Force will convene hearings for selected groups or individuals. Accordingly, members of the University community (students, faculty and staff) are invited to communicate with the Task Force and should contact Diane Hastings at 848-7868 (voice-mail). Individuals or groups who wish to appear must submit written briefs with their request, and members who do not wish to appear but would like to submit their comments in writing are invited to do so.

**Marcel Danis,**  
Vice-Rector, Institutional Relations

Written briefs and requests to appear before the Task Force must be received by **Friday, May 30, 1997**. Send your comments to us, in confidence, at:

Task Force to Review the Human Resources Department,  
c/o Diane Hastings, BC-303, Fax: 848-4550 or at: [HRReview@vax2.concordia.ca](mailto:HRReview@vax2.concordia.ca)  
Web site address: [http://www.concordia.ca/VR\\_Inst\\_Relations/HRReview.html](http://www.concordia.ca/VR_Inst_Relations/HRReview.html)



Work and home duties are still a juggling act for many mothers

## Women and Work symposium ponders double burden

BY STEPHANIE WHITTAKER

It's no surprise to any working mother that juggling work and a family life is demanding. But it sure helps to talk about it.

Thirteen career women, most also mothers, offered insights into how they handle the challenges of the new work environment at the fourth annual symposium on Women and Work at Concordia last week.

The symposium, organized by the Faculty of Commerce and Administration, attempts to present a cross-section of women in the workforce, said Brian Hawker, one of the event's 10 organizers. "We want to present role models," he said. "We have women on the panels who have little formal education and some who are highly educated. It's their experience we're after."

Experience is what the 280 members of the mainly female audience got.

"These are challenging times," panelist Susan Ross told them. "Women are contributing to the economy as never before. So why are

so many of my friends and colleagues burnt out?" Ross, vice-president of marketing at YTV, says the burn-out is the result of companies "accomplishing more in less time with fewer people."

Panelist Carole Ann O'Connell, director of performance and development at Canadian National, stressed the need for all workers to continually upgrade their skills. "I learn on a daily basis," she said. "The key word is change."

O'Connell manages a budget of \$20 million, and is responsible for "pushing the notion of learning on others at CN," which has laid off 13,000 employees in the past three years. She said that learning to accept change in a shrinking work environment is key to survival.

While some of the panelists work in corporations, others, such as Margo Diane Flint, who launched a moving business four years ago, are entrepreneurs.

Flint said one of the secrets to the success of her business is her insistence on keeping her customers well

## Women AND Work



Michèle Cyr

informed. "In the transportation business, anything can come up. Highways get blocked. Shipments

get held up at customs," she said. "Keeping customers informed is important. I hold their hands through the move."

Nicole Beaudoin, president of the Réseau des femmes d'affaires du Québec, offered encouraging statistics about the number of woman-led companies in Canada: 7,000, employing 1.7 million people. "And the number of woman-led firms is increasing at double the average and creating new jobs at four times the average rate. What's more, women are not clustered in retail and services."

One female-led firm was represented on the morning panel. Melanie Kau, president of Mobilia Ltd., said "the litmus test in any business lies in performance."

Although educated as a journalist, Kau took over the family business from her father. "You can't be a general unless you've been on the front lines and over the years, I've done every job I could in the company," she said.

Line Rivard, vice-president of mergers and acquisitions at Nesbitt-

Burns Inc., says she faces challenges by working in a male-dominated environment. "It's tough for women to crack that old boys' network," she said, citing the fact that she had set up a golf game for herself and some out-of-town clients only to be told that women were not permitted to tee-off at the time she wanted to play.

The six panelists, who addressed the audience in the afternoon about how they juggle their careers and families, were McGill University Chancellor Gretta Chambers; Susan Marshall-Kasner, director of professional services at Fuller Landau; Mairuth Hodge Sarsfield, a writer and broadcaster; Rosemary Neville, apprentice in marketing and development for the orchestra, I Musici de Montréal; Cheryl Hayes, president of Cheryl Hayes Communications; and Liberata Infusino, a financial adviser at Aynsley La Vergne & Associates Inc.

The evening's keynote address, titled "Loyalty to Career and to Oneself: Are Both Possible?" was delivered by Michèle Cyr, president of Les Éditions Télémédia.

No longer only for major corporations

## Entrepreneurs polish their skills with an MBA

BY SUSAN HIRSHORN

When Professor A. Bakr Ibrahim began teaching Entrepreneurship, Small Business and Family Business as part of Concordia's Master's of Business Administration (MBA) program, his class drew anywhere from 16 to 20 students per semester.

"That was in the early 1980s," he recalled recently. "Today, the course has a waiting list."

Ibrahim attributes this surge in popularity to the changing expectations of people entering the MBA program.

"When I used to ask students about their career plans, the answer was, inevitably, 'I'd like to work for a large company.' Today, many students believe that running one's own business offers more security in the long term."

"Large companies are hiring fewer employees these days. Instead, most of them are outsourcing to smaller companies for the services they need."

MBA Program Director Alan Hochstein agrees: "MBAs are no longer being trained only for the boardrooms of major corporations. A truly excellent MBA brings entrepreneurial concepts to any business, large or small." He estimates that 25 to 30 per cent of the program's students expect to own their own businesses after they graduate.

Some students, like Joan MacLean-Dagenais, already have their businesses up and running.



Robin Hornstein, an opera singer and music producer, honed her entrepreneurial skills with the MBA program.

Dagenais operates Connexions North-South, a brokerage for Spanish-immersion programs in Mexico, Central and South America.

"When I was downsized out of a job in the public sector," Dagenais said, "I knew I had to supplement my teaching, social work and administrative background with a solid understanding of business. Concordia's MBA program is giving

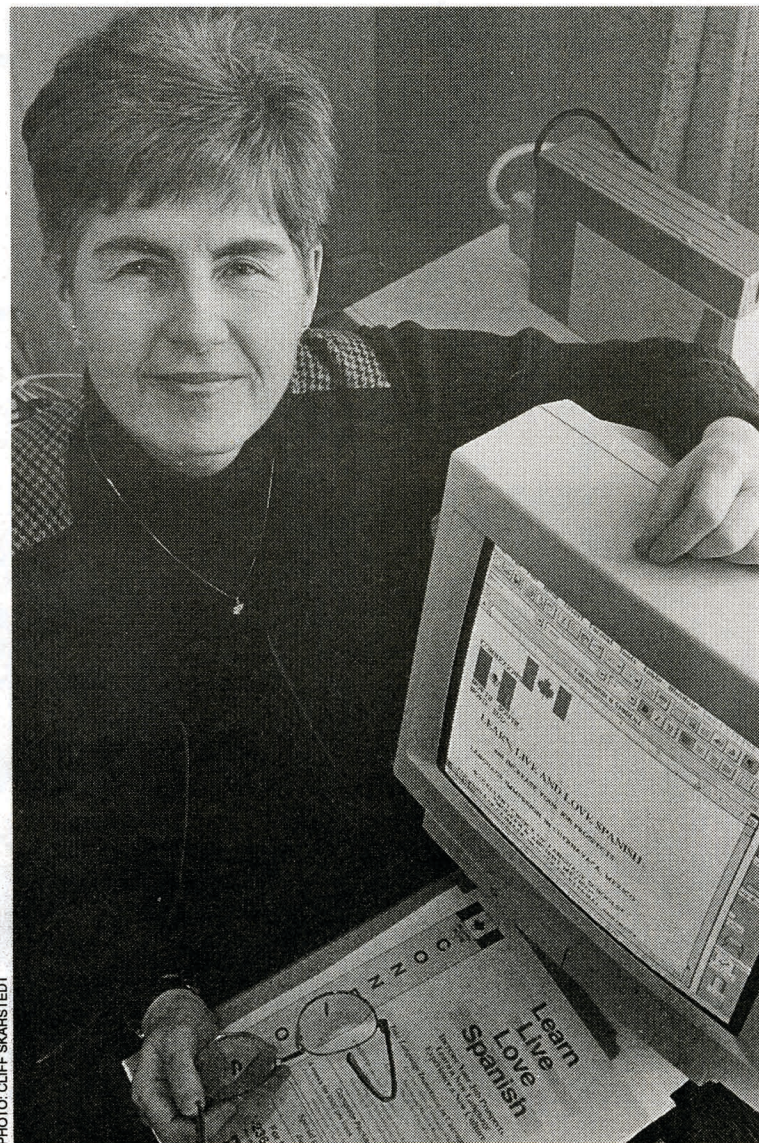
me that, plus the flexibility of studying part-time."

Over the years, the program has been applauded and criticized for what Hochstein calls a generalist approach. "We don't turn out streamlined experts in one particular area," he said. "There are specialization degrees offered at Concordia, such as the MSc in Finance or Management, that do that."

"The MBA program is designed for people planning to work in corporations or run their own businesses in every field. Our entry requirements are stiff. You must have 63 credits — which is a lot of courses — and they're across every discipline. We take pride in turning out well-educated business people who can think on their feet."

Entrepreneurial graduates believe this approach worked in their favour. Jeff Glaser runs Yard High Greetings, which specializes in giant greeting cards. "Learning about everything from accounting to human resources honed my critical thinking in terms of spotting strengths and weaknesses in my own businesses," he said.

Robin Hornstein, a professional soprano who produces as well as performs, recalled choosing Concordia's program because of its commitment to educating students instead of merely pushing a degree. She said the program helped to focus her "fragmented mind" so that she could be both productive as an artist and profit-minded.



MBA student Joan MacLean-Dagenais runs Connexions North-South, which connects people who want to learn Spanish with suitable Spanish-immersion programs in Mexico, Central and South America.



## A fulfilling career in music

BY DAVID LEKX

Sherman Friedland gave his last Clarinet concert last night as a Concordia professor. In June, the professor of Music will retire after a 20-year career in Concordia's Music Department, where he taught clarinet technique and repertoire.

Always "more of a performer than a teacher," as he freely admits, he has performed frequently in Concordia's Concert Hall and has made a number of recordings at the University.

He will soon release his latest CD, which features chamber music for the clarinet by the late 20th-century American composer, Aaron Copland, two bagatelles by Boston native Kenneth Wolf, and two pieces by Johannes Brahms that Friedland arranged himself. Late this summer, he hopes to release another CD, *Concordia Commissions, Volume II*.

"I've always had a special love for chamber music, especially of the 20th century," Friedland said in an interview. "I believe that part of a musician's duty is to inspire others to compose and perform." In fact, he has had 39 works dedicated to or written for him, some by fellow Concordians.

Friedland has been recording for more than 10 years, including 60 to 70 sessions with the CBC. He does it for love ("I'm delighted just to do it without profit") and while he often gives his CDs away here, he gets a lot of orders from Japan. "My records are all over the place there." His CDs are distributed through the Société de Nouveaux Enregistrements.

A native New Yorker, Friedland studied music in the late 1950s, majoring in clarinet performance at Boston's New England Conservatory with teachers Geno Cioffi, Rosario Mazzeo and Pasquale Cardaiolo. He earned a Master's degree in music performance and holds a post-doctoral degree in the same discipline from the Rockefeller Centre.

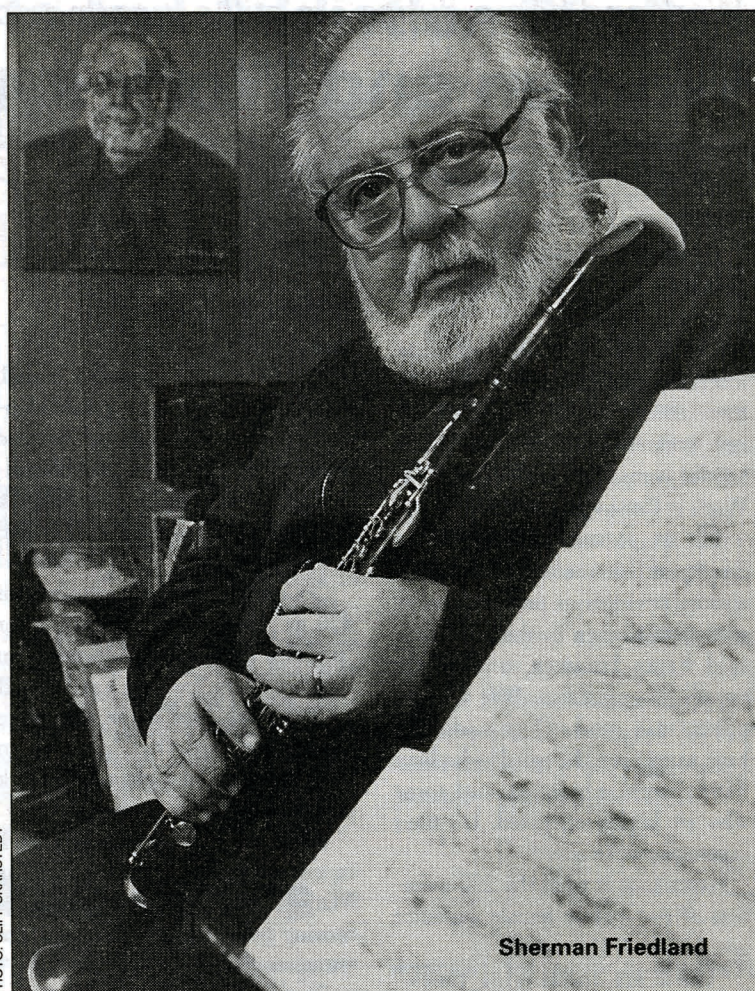
For three summers in the early 1960s, Friedland studied clarinet repertoire in France with the formidable Nadia Boulanger. She was one of the 20th century's greatest music teachers, whose many students included Aaron Copland. "If Made-moiselle Boulanger didn't like you, she could easily destroy you," Friedland chuckled. "I was lucky that she liked me."

Friedland began teaching, and performed throughout Europe and at New York's Carnegie Hall. He was a principal clarinetist with the Milwaukee Symphony Orchestra, and a featured soloist on an Emmy-winning CBS television series, *Studio 2*.

One of his fondest memories was his stint in the summer of 1965 as a Fromm Fellow at Copland's Tanglewood Symphony Summer Camp, where he taught, and rubbed shoulders with Leonard Bernstein and Copland himself. "Copland was my hero," Friedland said. "It was a dream come true to work with him."

Friedland was director of the Concordia Chamber Players, who played at Carnegie Hall. Professor Mark Corwin, the current chair of Music, remembers that when he arrived at Concordia, Friedland was his mentor, and it was while Friedland was chair that the Concordia Concert Hall was built.

Ronald Sylvester studied clarinet with Friedland for six years, and is completing his music degree. "He gave me a love for the orchestral repertoire," Sylvester said. "But I most admire him for his musicianship, and his ability to communicate



Sherman Friedland

PHOTO: CLIFF SKARSTEDT

the importance of tone, quality and colour. He gave me a lot."

Friedland's recital last night at the Concordia Concert Hall coincided

with the birthday of one of his favourite composers, Brahms, who was born on May 7, 1833, and died 100 years ago.

## Susan Evans bids farewell to her Loyola daycare 'family'

BY BARBARA BLACK

Susan Evans, who for eight years was director of the Loyola daycare centre, will step down in June, leaving an aching hole in the affections of many children and parents.

History Professor Ron Rudin said that praising Evans is easy. His son has been in the Garderie les P'tits Profs from the age of one, and considers it simply part of the family. "In fact, that's her motto," Rudin said.

Evans has always been conscious of keeping the daycare small and intimate, he continued, and especially sensitive to the pressures on the younger parents, including those who are students. She was also conscientious about her resources, and would stretch things to the limit in order to keep good people on staff.

Evans has her Bachelor of Education, and her first teaching experience was with senior high-school students. She got her certificate to teach kindergarten, stayed at home

to raise her children for a decade, and then became "a daycare pioneer," working at the Royal Victoria Hospital for nine years.

When she came to Concordia's Loyola Campus in 1989, the daycare centre there was only a year old. Steadily, standards in the daycare sector have improved. "At one time, daycares were seen as little 'play schools,'" she said, but with parents working, there has been constant pressure to make daycares both instructional and nurturing.



Susan Evans plays with children at the Garderie les P'tits Profs.

PHOTO: M.-C. PÉLOQUIN & CHRISTIAN FLEURY



PHOTO: M.-C. PÉLOQUIN & CHRISTIAN FLEURY

She hasn't taken the early retirement package, merely quit, because daycares come under the Ministry of Social Affairs, not Education. However, as education reforms are implemented, Evans sees encouraging signs that daycare staff will get the status she feels they deserve.

She is all for the idea of full-day kindergarten, pointing out that the current generation of five-year-olds are more often than not veterans of daycare, and are quite ready for a full day in a school setting, provided the program is geared to their age group.

In fact, she said, the coming changes in education provide a golden opportunity for this year's graduates in Early Childhood Education. "They should be sending their applications in."

Evans is looking forward to having more time at home in the Eastern Townships with her children and grandchildren. Psychology Professor Bill Bukowski, who heads the board of the daycare centre, said that grateful parents, children, alumni, and staff will hold a celebratory event in her honour in June.



Continuing Education instructors introduce interactive English to women's college

## Japanese language students taught 'the Concordia way'

BY EUGENIA XENOS

Two instructors in Continuing Education's Language Institute (CELI) are part of what promises to be a happy relationship with a university in Tokyo.

Della Yaxley and Linda Trujillo are just back from a month at Seisen University, an all-female Catholic institution with an excellent language department. For three weeks, they taught English "the Concordia way" to 70 Japanese women in their twenties.

The Concordia method uses a mixture of techniques, ranging from conventional audiotape and grammar instruction to the use of videos (for example, *Best Companies to Work For*) and music (Céline Dion), as well as lots of plain old conversation. Trujillo even used two tapes at the same time, so that one student could retell the story of what she heard to the other, and vice versa.

Both teachers raved about their experiences, and were impressed by how welcoming their hosts were. "Our colleagues at the university were very warm and concerned and helpful," Trujillo said. Yaxley added that "the kindness of the people there was genuine."

The project has been in the works for several years. Maureen Habib,



Della Yaxley and Linda Trujillo.

Administrator of the Language Institute, said she is "certainly hopeful" the project will happen again next year. "From what we have heard so far, the reaction was very positive, and the students seem pleased with the experience, and the different style of instruction they received."

It wasn't just students who learned, Habib said. "The professors [at Seisen] were very interested in how we deliver courses, and sat in on them."

This is not the only CELI teaching project in Japan, Habib noted. Forty per cent of CELI students are

from the Far East, including Japan.

"There's increasing traffic back and forth," Habib said. "Teachers from Japan are coming here fairly frequently, and students, too, in organized groups from universities and as individuals. Every summer, we welcome a group from Seisen for the summer session. We'll also have groups from Tokai and Toho Universities."

Furthermore, instructors Linda Ghan and Joyce Cunningham are on leave from CELI to teach for two years at Ibaraki University, in Mito, a city 100 km northeast of Tokyo.

Students raise money, provide service as they learn their skills

## Local groups benefit from Leisure Studies course

BY EUGENIA XENOS

For the students in Dick Cuttall's class, April is more than just a month of finals. It is also when they officially present the fruits of their work to the community.

This year, six groups received money and/or volunteer time from the 21 students in the Leisure Studies course called Concepts in Community Recreational Programming.

The biggest monetary donation went to Dans la Rue, an organization that helps homeless youth. The \$1,400 cheque, slated for the housing unit to be built for street kids, is the biggest single donation to date for the building.

Other charities included the Quebec Heart and Stroke Foundation, Centraide, the Good Shepherd Senior Centre, and the Allancroft Centre (for psycho-socially maladaptive children). Penfield Academy on the South Shore benefitted from the class's efforts and was instrumental in raising

funds by holding a dance-a-thon.

Mike Klaiman, a Leisure Studies student in his final year, said that students worked in groups of four to six people, and got to choose their own charities.

"The basic concept of the course is to plan an event of cultural or intellectual value, as opposed to, say, a sporting event. The aim was not to raise money, but to give us experience in planning an event in partnership with the community."

### Sugaring-off

This meant that students decided how best to service the charity. For instance, children from the Allancroft Centre were treated to a sugaring-off event, and the seniors' home was treated to a theatrical presentation. The group that worked with Centraide had an "ethnic diversity promotion day" at Windsor Station to create awareness of different cultures.

At the donation ceremony last month, the students presented Centraide with a plaque and a small

cheque. Other groups, like the Heart and Stroke Foundation, received a cheque in excess of \$700.

Dick Cuttall, who has taught the course most of the past seven years, said although the money is important to the various groups, raising it was clearly not the purpose from the class's point of view.

"The underlying philosophy is that when students are developing community programs, they have to be in harmony with the community's needs," Cuttall said. "The point is for students to learn concepts of community event planning by doing such things as running meetings, planning budgets, and developing partnerships with local groups."

Cuttall is also the director of leisure and culture for the City of Dorval.

The course has been offered since 1988, and, like many Leisure Studies courses, is designed to be hands-on.

## NAMES IN THE NEWS

COMPILED BY BARBARA BLACK

*Concordia faculty, staff and alumni/a pop up in the media more often than you might think!*

**Catherine Kalbfleisch**, a Communication Studies intern, was on CKGM's *Montreal This Morning*, telling L. Ian McDonald about her documentary on Côte-des-Neiges.

**Marc Gervais**, S.J. (Communication Studies), the film expert, reminisced on *Radio Noon* with **Julia Matusky**, an alumna, about Montreal snowstorms. However, he was back talking about the movies with CBC's Augusta Lapaix, just before the Oscars. **Johanne Larue** (Cinema) was on TQS's *Le Petit Journal*, talking about the history and procedure behind the Oscars.

On another edition of *Radio Noon*, **Maria Peluso** (Political Science) told Nancy Wood that women are still underpaid. **Chantal Maillé** (Simone de Beauvoir) was on Radio-Canada's *Les Actualités*, talking about the federal Liberals' plan to increase the number of female candidates in the next election. Maillé was also on Radio-Canada's *Faut se parler* on the same subject.

Rector **Frederick Lowy** was on CJAD's *Drive with Duff*, correcting the distorted impression created by the *Globe and Mail's* recent publication of senior university presidents' salaries.

Speak of the devil: Dean of Students **Donald J. Boisvert**, whose academic field is religion, was a guest on CBC's *Home Run*, telling Augusta Lapaix about the role of the devil in Quebec legends.

**Lea Katsanis** (Marketing) was coast-to-coast on *Morningside*, telling Peter Gzowski about the controversy over drug patent legislation.

**Alan Nash** (Geography) was on CBC Radio news, on the fact that Quebec will hold its own citizenship ceremonies.

**Guy Lachapelle** (Political Science) was on CBC Newsworld's *Politics*, talking about Quebec Liberal leader Daniel Johnson. Two days later, he was back again, talking about the Bloc Québécois convention. He was also on CJAD, talking about Pierre Bourgault's pronouncement that the next referendum should be the last.

**Elisabeth Harvor**, Writer-in-Residence, was a guest on alumna **Shelley Pomerance's** new Saturday morning program on CBC Radio, talking about her acclaimed short-story collection, *Let Me Be the One*. **Elizabeth Langley** (Dance) and **Charles Ellison** (Music) were also guests.

**Anne Bennett** (Computing Services) was a guest on *Home Run*, talking about security for e-mail accounts.

**James Pfaus** (CSBN Psychology) was on CJAD's *Avril Benoit Show*, talking about the use of animals in research.

**Margie Mendell** (SCPA) was on CIBL-FM, talking about the lack of planning in issues regarding our heritage, and about the recent Quebec budget. She was on CBC's *Daybreak* on the same subject, and was joined by **Claudia Clausius** (Liberal Arts). **Daniel Salée** (SCPA) was on *Home Run*, also on the budget.

**Lewis Poteet** (English) was on *Cross-Country Check-Up* (CBC's national radio phone-in show), on whether there is such a thing as Canadian English.

**Susan Palmer** (Religion) was on CKGM and on CJAD, talking about what draws people to cults such as the Solar Temple and Heaven's Gate.

**James Gavin** (Applied Social Science), **David Tabokow** (Counselling and Development) and **Richard Cally** (Applied Social Science) were interviewed about Passage to Manhood, a seminar held at Concordia for men only.

**M.N.S. Swamy** (Mechanical Engineering) was mentioned in the Passages column of the national magazine, *Maclean's*, regarding the reinstatement of his research privileges at Concordia.



# Managers come in Eastern and Western varieties, Miles finds Relationships more important than bonuses in Asian management

BY SYLVAIN DESJARDINS

Applied Social Science Professor Mike Miles says that what makes an effective manager depends on which part of the world you live in.

The director of Concordia University's Centre for Human Relations and Community Studies is doing a study in China and Thailand which indicates that what works in the West doesn't necessarily work in the Far East.

"In China," Miles said in a recent interview, "managers pay greater attention to their relations with employees, unlike in North America, where the emphasis seems to be on the manager's power. The Chinese believe that if relations between the two aren't good, it's difficult to motivate workers."

Exploring these differences doesn't mean that Miles wants to make them go away. "I've always been fascinated with the differences between Asia and North America," he explained. "The goal is to understand and capitalize on the differences."

Wang Dawei, a visiting scholar in Concordia's Applied Social Science Department, is here to collaborate with Miles on the project. They met last year when Miles was a guest lecturer at Beijing's Petroleum Managers Institute, where Dawei is vice-director of Social Science. The institute is operated by China's National Petroleum Corporation, which employs almost 1.5 million



Michael Miles

workers, to train about 1,000 managers a year.

"China is changing rapidly," Dawei said. "We need modern approaches to human resources management. That is why my company sent me here."

Miles and Dawei found that in North America, raises and bonuses are used as incentives to increase productivity. But in China, strong and respectful relationships between workers and managers are much more effective.

Chinese managers are reluctant to take risks if potential losses are too high. When making investments, Dawei said, "Chinese managers ask themselves not what they will gain, as they do in North America, but what they may lose. In general, the

Chinese believe in a step-by-step approach."

Marilyn Taylor, chair of Applied Social Science, is also involved in the project, and will travel with Miles to China this month to collect more data. Once the study is completed in September, a book will be written on their findings, probably in both Chinese and English; a Canadian publisher has already shown interest.

Miles has visited China twice and Thailand three times in the last year alone. He distributed questionnaires to managers working in various industries, asking them to describe what they believe to be a good leader. The next step will be to interview some of their workers.

The study has received only modest funding, \$2,500 from the Thai government, but Miles has been able to cover his costs by working on other projects at the same time, such as collecting employment statistics for Thailand's Ministry of Labour and Social Welfare.

He speaks fluent Thai, having lived about eight years in the country (during periods of two to three years) and being married to a Thai. His first project in Thailand was in 1969, when he helped the country develop a national aquatic program. He has returned annually ever since, several times a year, for various projects. To facilitate his current study, he is learning Chinese.

# Faculty report supports DIA/DSA program

BY SYLVAIN COMEAU

A Faculty appraisal committee report released March 14 strongly favours retaining and enhancing the graduate diploma program in Institutional Administration and Sports Administration (DIA/DSA). In its words, the program "is financially sound, and allows the University to continue to attract new students."

Program Director Clarence S. Bayne, a professor in the Decision Sciences and Management Information Systems Department, said that the program would have been cancelled if the report had been negative. Instead, it indicates that the Faculty of Commerce and Administration supports the program and its goals.

"The report's conclusion is that the program deserves to be taken seriously," Bayne said. "It has value, and it gives the Faculty a distinctiveness that is important in an atmosphere of [budget] compression."

Moreover, Bayne said, the program is unique. "We're the only ones to have a full-blown, graduate-level program across the spectrum of non-profit organizations in Quebec."

The DIA and DSA are separate programs, but are run jointly by a single administrator in Commerce and Administration. The Exercise Science Department participates in the DSA, which teaches students how to manage sports organizations. The DIA provides training in the management and administration of not-for-profit, charitable and public sector organizations.

"Today, a lot of not-for-profit and sports organizations are facing shrinking funding from government agencies, and are being asked to become more financially autonomous, so now

they have to go out and compete for funding. They have to be strategic planners, and they have to manage their finances more carefully. This environment creates a niche for us."

The report came out after Provost Jack Lightstone tabled *Our Immediate Future*, a working paper that named programs which may be cut, and recommended improvements to several others; the DSA was named in the latter category.

The committee report took the opportunity to respond. "There is significant demand for the DIA/DSA," it states. "Thus, the criterion of being able to draw significant numbers of students can be met."

Bayne said the program's attractiveness has to do with the specific career goals of the students. "Its approach is practical, not research-oriented and theoretical. That is consistent with the fact that a high percentage of our students are currently working in senior management positions in their organizations."

While the DIA/DSA was recognized as a drawing-card for the Faculty, the report did advance several recommendations aimed at improving the program and its image. These include raising its admissions standards to the level of other Commerce and Administration graduate programs (GPA requirement of 3.0), allowing the transferral of credits between DIA/DSA and other graduate programs, and increasing the number of full-time faculty.

Full-time faculty participation has already been increased from 40 per cent to 70 per cent, and most or all of the other recommendations will be implemented by June 1998. The Faculty's recent accreditation by the American Assembly of Collegiate Schools of Business (AACSB) is also expected to be an asset.

# CFTU-TV will carry Concordia courses, students' news program Satellite hookup extends our reach

BY SYLVAIN DESJARDINS

Televised courses for academic credit at Concordia University can now be taken from as far away as Haiti.

Thanks to a new satellite hookup, CFTU-TV, the non-profit television station that broadcasts Quebec educational programming, has been transmitting its signal not only across the province, but throughout North America and the Caribbean.

The CFTU signal, available through cable distributors and its channel 29 Montreal transmitter, is now so clear that cable companies like Télé-Haïti have decided to pick it up. The satellite transmission has also permitted CFTU to reach an additional 100,000 Quebec homes in outlying areas.

About 1.5 million homes already receive CFTU-TV and have access to Concordia's programming, which includes Anthropology 201 and *Concordia Today*, a news program produced by students of the Journalism and Communication Studies

Departments. Concordia now provides the only English content on the bilingual station. This fall, the University will also broadcast an introductory Educational Psychology class on CFTU.

"CFTU is a great venue for introductory classes with more than 100 students," said Mark Schofield, director of Concordia's Audio Visual Department. Schofield was one of about 90 people who celebrated CFTU's satellite link at the posh Club St. Denis last Thursday.

The satellite transmission is being provided through a partnership between the Corporation for the Advancement of New Applications of Languages (CANAL), the distance-learning network that launched CFTU-29 in 1984, and Canadian Satellite Communications Inc. (Cancom), which, through its digital satellite services, transmits 27 television signals for cable companies to 3.7 million homes across Canada.

Gilbert Paquette, president of CANAL, said that transmitting CFTU via satellite "will make dis-

tance learning available to the greatest number of people, anytime, anywhere."

Alain Gourd, Cancom president and CEO, said that enlarging CFTU's audience would "democratize education." CFTU will especially benefit francophones living outside Quebec who have little access to French television programming or education.

Marie-Christine Bussenius, president of Télé-Haïti, agreed. "The thirst for knowledge in our country cannot be quenched," she said. The low value of Haitian currency is making it extremely difficult for Haitians to afford a foreign education.

Concordia has had broadcast courses and information programming on CFTU since 1986. Other schools that provide programming to the station are: Université Laval, the Université de Montréal, the Université de Sherbrooke and several Quebec CEGEPs. Paquette said the station is negotiating with another 40 CEGEPs to provide still more programming.

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6 p.m. to 7:30 p.m.

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It takes both hard and soft skills to land that first job after graduation

# CAPS aims students toward employability

BY STEPHANIE WHITTAKER

CAPS Co-ordinator André Gagnon can spot them as soon as they walk into his office. They are the students who are much sought after by employers.

CAPS is short for Career and Placement Service, which is part of the Counselling and Development unit of Student Services. While Gagnon and his staff don't actually find jobs for students, they can provide them with a wealth of advice.

The ideal job-hunting graduate has decent marks, participates in extra-curricular activities either on or off campus, has had part-time or summer jobs in a field related to his or her career interests, and exudes an air of self-confidence, Gagnon said in an interview.

This spring, an estimated 1,109 students will graduate from Concordia with a BA, 212 with a BSc, 551 with BComm or BAdmin degrees, 193 with a BEng, 73 with a BCompSci, and 271 with a BFA.

There are still jobs out there, and students would be wise to look toward the sectors of the economy that are hiring. Gagnon said that many students are getting the message, and enrolling in disciplines that will train them for the new economy,

which is in a transitional state between the industrial past and the information-driven future.

"The sectors of the economy where there are jobs are the business-service industry, which includes software development and engineering, and business-service management, which involves marketing, finance and strategic planning.

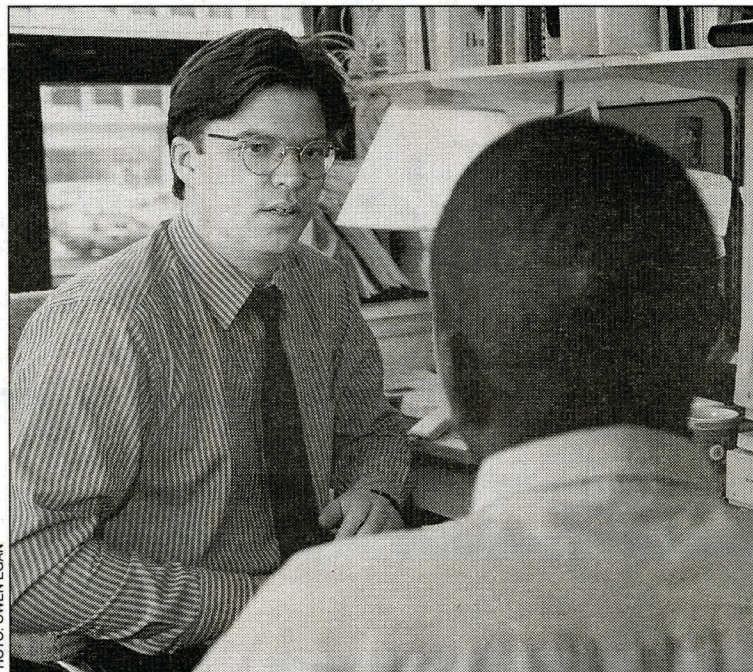
"The third huge hiring area is in high-tech manufacturing — aeronautics, computer components and so on. Companies like Matrox, Bombardier, CAE and Pratt & Whitney are hiring engineers to fill these jobs."

As traditional industry declines, however, Gagnon said employers are seeking so-called "knowledge workers": people who have mental skills rather than the ability to just work with their hands.

Gagnon has drafted a list of the 10 most desirable university degrees that are offered at Concordia. Topping the list is computer science.

"It's exploding because of the Internet," Gagnon said. "And there is a lack of highly qualified and experienced people in the market. Employers are telling us they have to hire from outside Quebec."

In fact, all students would do well to learn computer word-processing,



André Gagnon counsels a student at CAPS.

databases and spreadsheets, regardless of the field they want to work in.

The second most desirable degree is marketing, and the third is computer engineering. These top three degrees are followed respectively by electrical engineering, accounting, mechanical engineering, general arts and science degrees (for employers who don't specify a discipline), and finally education, chemistry and finance.

Gagnon said that although employers want students with specialized skills, the so-called "soft

skills" — the ones that involve character — are just as important. "Soft skills include the ability to work in a team, to write well, communicate effectively, deal with stress, think critically, solve problems and to be dependable and honest.

"Students with the best degrees in the world won't get jobs if they have a negative attitude."

*This is an abridged version of an article that originally appeared in the Careers section of The Gazette on October 12, 1996, and is reprinted here with permission.*

## OFFICE OF RESEARCH SERVICES

### Faculty Research Development Program

#### U P C O M I N G D E A D L I N E

**Start-up Research Grants** - This element of the FRDP encourages applications from newly appointed, full-time, tenured or tenure-track faculty members or professional librarians who have taken up their position at Concordia within 13 months of the date of the competition. The next deadline is **Friday, June 13, 1997**. Applicants are *strongly* encouraged to contact the ORS to discuss their eligibility, proposed research and budget *prior* to this date.

For more information, please contact the ORS at local 4888 or by e-mail (ors@vax2.concordia.ca).

### LINGUISTICS *continued from p.1*

he is accustomed to an introductory linguistics class at Harvard of perhaps 60 students, virtually all of them well-heeled, white and monolingual, at Concordia, he has about 200 students of all backgrounds, multilingual and already sophisticated about language. It's a linguistics professor's dream class.

Some of those students are taking linguistics as part of their program in Teaching English as a Second Language. Others are combining it with

anthropology, psychology, acoustic physics or computer science. And there are industrial applications on the horizon.

"Industry is pouring money into speech perception and synthesis research," Hale said. "There's a race on to enable business people to sit back and dictate to their computers, and whoever first provides that capability will make a fortune."

However, many of these students are taking the introductory course in the same spirit that he did, back in his introductory undergraduate year at the University of Michigan. Hale

## GSA voters on the increase

Laurie Newell is thrilled with the way the recent graduate students' election turned out — not so much with the results, as with the participation in the vote itself.

Newell, chief returning officer for this year's election, held by the Graduate Students Association (GSA), reported that more than 12 per cent of the eligible voters took part, thanks to a new approach to balloting for the farflung students.

Ballots were mailed to 2,892 students' homes. (There are about 3,800 graduate students at Concordia, but about 800, in Commerce and Administration, are in their own association.) They got back 348. The participation rate of 12 per cent is more than five times last year's rate of 2.6 per cent.

Margaret Kasper, a Fine Arts student, was elected president, and Judith Grad (Applied Social Science) was elected finance co-ordinator. They ran against Jean-François Plamondon, who has been GSA president for several years, and Iqbal Shailo.

Several positions were not filled, however. The GSA still needs three directors from Arts, and one each from Science, Fine Arts and the independent students.

The GSA students who voted approved a health and dental plan. This will cost students \$14 a month in premiums, and members of the family can be added. Students who want to opt out will have about two weeks to do so in September. — BB

still remembers that first rush of excitement, as he listened with new ears to the speech around him, dizzy with his first glimmer of the complexity of the interplay of perception, thought and speech.

He came to Concordia in 1994, after his wife, Religion Professor Rosemary Hale, had been teaching here several years and the couple was fed up with the logistics of commuting between Montreal and Harvard. He acquired tenure here the following spring.

### MEETINGS *continued from p.1*

professors, and expressed concern over how pension funds are administered.

The University's intention to use the employees' pension fund to help finance the latest round of early retirement packages has met with opposition from the unions. They point out that management has not been contributing its share to the pension fund, while employees continue to contribute through deductions from their paycheques. The University is, in fact, on a "pension holiday," because the fund's surplus has reached a government-imposed

ceiling.

However, Vice-Rector Institutional Relations Marcel Danis, who is in charge of current contract negotiations, readily admitted that this is unfair, and suggested a similar pension holiday for employees.

A union leader said that if staff members lose their job security in the current negotiations, faculty should, too. Another union activist expressed skepticism about CQI (continuous quality improvement) as a technique for improving efficiency from the grassroots up. Other staff members called for more consultation before major decisions, such as the restructuring of departments, is undertaken.

The number of senior administrators and their remuneration were raised. When one staff member suggested that like new staff, new administrators should be hired at the lowest salary level, Rector Frederick Lowy replied that he and every one of his cabinet is being paid less than their predecessors.

In a climate in which they are told repeatedly that finances are tight, some people decried recent expenditures, including the celebration of the Faculty of Commerce and Administration's accreditation by an American-based association. They were told that the Faculty spent from its own budget. Provost Jack Lightstone added that the accreditation

increases the value of every degree granted by the Faculty, and the Rector said that sometimes the benefit of such an expenditure takes a while to show itself.

A student raised the threat of higher tuition fees and the prospect of programs being rationalized between universities, saying that Lowy's admission that he doesn't have much clout with the government doesn't inspire confidence. The Rector said that alliances with other institutions will strengthen Concordia's case, and that he and the students have simply agreed to disagree on the need for higher tuition fees. He pointed out that about 95 per cent of the University's

budget is from operating grants and tuition fees, which are both controlled by the government.

The Rector started each meeting by giving background information about finances and other challenges. He was accompanied on the stage by Provost and Vice-Rector Research Jack Lightstone, Vice-Rector Institutional Relations Marcel Danis, Vice-Rector Services Charles Emond, and Chief Financial Officer Larry English. Secretary-General Bérengère Gaudet was at the first meeting, mainly attended by faculty, but was unable to attend the second because of a meeting with her counterparts at other universities.



# The BACK Page

Events, notices and classified ads must reach the Public Relations Department (BC-115) in writing no later than Thursday, 5 p.m. the week prior to the Thursday publication. For more information, please contact Eugenia Xenos at 848-4881, by fax: 848-2814 or by e-mail: [ctr@alcor.concordia.ca](mailto:ctr@alcor.concordia.ca).

MAY 8 • MAY 22

## Alumni

### Loyola Club Dinner

Featuring Stephen Jarislowsky, chair and chief executive officer of one of the largest investment firms in Canada, on "Investment Policy for Life." Tuesday, May 13. Saint James's Club, 1145 Union. 6:30 p.m. cocktails, 7 p.m. dinner. Price: \$60 per person. RSVP at 848-3823.

### An Evening at the Saidye Bronfman Theatre, featuring "The Food Chain" by Nicky Silver

More over-the-top hysteria from the reigning king of pop-absurdist comedy. Wednesday, May 14. Saidye Bronfman Theatre, 5170 Côte Ste. Catherine. 8 p.m., \$25 per person, reserved group seating. RSVP at 848-3817.

## Art

### Until May 10

*Fructidor*, an exhibition by a group of 14 local artists, most of whom are graduating from the Sculpture program. 307 Ste. Catherine St. W., suite 610. Noon - 5 p.m., Monday to Saturday. Info: 284-7490.

### May 9 - 24

Exposition *espace déPART*: Studio Arts student Etienne Zack and Manuel Bujold Richard present their work at Édifice Belgo, 372 Ste. Catherine St. W., #413. Vernissage: Friday, May 9, 5 p.m.

## Community Events

### Friends for AIDS

In collaboration with Esso (4780 Sherbrooke W.), a second annual Car Wash will be held to benefit the fight against AIDS. May 10, 10 a.m. - 5 p.m. Info: 331-9000.

### South African Freedom Day

The Church of St. James the Apostle and the South African Prayer Group invite you to a non-denominational church service, at which the Montreal Intercultural Choir will sing the Freedom Song as the theme of the day. May 11, 4 p.m., 1439 Ste. Catherine W. Info: 849-7578.

### Volunteers needed

Why not develop your interpersonal skills by volunteering at the CLSC René-Cassin? Info: 488-9163, local 351.

### Volunteers needed

Le Regroupement des aveugles et amblyopes du Montréal Métropolitain needs bilingual volunteers to accompany blind people for groceries, errands, or evening concerts. Training provided. Call Sylvie Boyer, 849-7515, ext. 109.

### Golden Mile Toastmaster Club

Overcome your fear of public speaking. Meetings every Wednesday, 7 p.m., at 3407 du Musée (Erskine American Church). Info: Van Petteway at 846-3234.

### Spanish immersion programs

Connexions North-South, representing four language schools in Cuernavaca, Mexico, can help you find the right language immersion experience and homestay. Call Joan Maclean-Dagenais at 236-3400.

## Concert Hall

### 7141 Sherbrooke St. W. 8 p.m.

Info: 848-7928.

### Thursday, May 8

*Homage to Réal Mathieu*, featuring Brazz (\$8 regular, \$5 seniors, free for students)

### Friday, May 9

*The Piano Man's Daughter*, featuring Timothy Findley, Veronica Tennant, Joe Sealy, Sylvia Tyson and others (\$23. Admission: 790-1245)

## Counselling and Development

848-3545/848-3555. Career and Placement Service (CAPS): 848-7345.

Students looking for summer, part-time or full-time positions can access our bulletin boards, located at 2070 Mackay, and on the fourth floor of the Hall Building.

**Successful Résumés.** You will learn to identify your transferable skills, focus the résumé on your accomplishments, and present yourself in terms that match employers' needs. Wednesday, May 14, 9:30 - 11:30 a.m. Register at CAPS, 2070 Mackay.

### Successful Job Interviews: Or,

"What Do You Say After You Say Hello?" By participating in videotaped, role-play interviews, you discover how you come across, how to answer difficult questions, and how you can improve your performance in interviews. Friday, May 16, 9:30 a.m. - 12:30 p.m. Register at CAPS, 2070 Mackay.

### Phone Strategies for Job Seekers.

This workshop will demonstrate, through the use of a video, common mistakes students make when calling employers, as well as successful strategies and techniques. Thursday, May 22, 2:30 - 4:30 p.m. Register at CAPS, 2070 Mackay.

**Marketing Your Degree.** This workshop will introduce you to the following proven, effective job finding strategies: getting information, interviewing, networking, and researching the employer. Thursday, May 29, 1:30 - 3:30 p.m. Register at CAPS, 2070 Mackay.

## CPR Courses

### Offered by EH&S Office.

All welcome. Contact Donna Fasciano, 848-4355.

### May 8

Heartsaver

### May 10, 11

CSST First Aid (English)

### May 17

Basic Life Support

### May 18

Heartsaver Plus

### May 20

Heartsaver

## Film

**Cinémaèque Canada**  
J.A. DeSève Cinema, 1400 de Maisonneuve W. Tel. 848-3878. \$3.50.

### Thursday, May 8

*Sam-Ryong, The Dumb* (1964), Shin Sang-Ok, at 7 p.m.; *Martyr* (1965), Yu Hyun-Mok, at 9 p.m.

### Friday, May 9

*The Ticket* (1986), Im Kwon-Taek, at 7 p.m.; *Obaltan (The Aimless Bullet)* (1961), Yu Hyun-Mok, at 9 p.m.

### Saturday, May 10

*Daughter of the Flame* (1983), Im Kwon-Taek, at 7 p.m.; *The Lodger and My Mother* (1961), Shin Sang-Ok, at 9 p.m.

### Sunday, May 11

*Sopyonje* (1993), Im Kwon-Taek, at 7 p.m.; *The Dream* (1967), Shin Sang-Ok, at 9:15 p.m.

### Monday, May 12

*Kilsottum Village* (1985), Im Kwon-Taek, at 7 p.m.; *Sam-Ryong, The Dumb* (1964), Shin Sang-Ok, at 9 p.m.

### Thursday, May 15

*Les Mauvaises Rencontres* (1955), Alexandre Astruc, at 7 p.m.; *Et Dieu créa la femme* (1956), Roger Vadim, at 9 p.m.

### Friday, May 16

*Le Beau Serge* (1959), Claude Chabrol, at 7 p.m.; *Les Mistons* (1958) and *Les 400 Coups* (1959), François Truffaut, at 9 p.m.

### Tuesday, May 20

*Hiroshima, mon amour* (1959) Alain Resnais, at 8:30 p.m.

### Wednesday, May 21

*Tous les garçons s'appellent Patrick* (1957) and *A Bout de souffle* (1959), Jean-Luc Goddard at 8:30 p.m.

### Thursday, May 22

*La Tête contre les murs* (1959), Georges Franju, at 7 p.m.; *Les Cousins* (1959), Claude Chabrol, at 9 p.m.

## Legal Information

Concordia's Legal Information Services offers free and confidential legal information and assistance to the Concordia community. Limited services are available throughout the summer. By appointment only. Call 848-4960.

## Meetings

### Concordia Christian Fellowship

Anyone interested in our general meetings is welcome. Every Friday, 5 p.m., at 2090 Mackay.

### Concordia Women's Centre

Lesbian/bisexual women's discussion group on Wednesday nights from 6:30 - 8:30 p.m. at 2020 Mackay, basement. Info: 848-7431.

### Amateur Radio Club Meetings

7 - 9 p.m. every Tuesday night in H-647. New members welcome. Check our web page at <http://hamgate.concordia.ca>. E-mail to [cuarc@alcor.concordia.ca](mailto:cuarc@alcor.concordia.ca), or call 848-7421 for more info.

## Ombuds Office

Ombudspersons are available to all members of the University for information, advice and assistance with university-related problems. Call 848-4964, or drop by 2100 Mackay, room 100. Services are confidential.

## Special Events and Notices

### The Anarchism Study Group at Concordia

"What is Anarchism?: Tangible Alternatives for an Immediate Future." Info: 848-7585.

### Hindu Studies Chair

Fundraising concert of Indian classical music, featuring Soudamini Veskatesh, accompanied by Narendra Verma on tabla. May 17, 7 p.m., H-110, 1455 de Maisonneuve W. Info: 990-0209.

### 1997 Graduating Class Program

Graduating students will be called and invited to join the program. Pledge your support to your faculty, and you will be remembered as the class which made all the difference! Info: 848-3882.

## Unclassified

### For sale

Ticket to London, England, ASAP, May 28-June 5. \$645, price negotiable. Call 989-2113.

### For sale

1992 Dodge Shadow Chrysler. A1 condition. 7,500 km. Red, 4-door, AM/FM cassette. Automatic. Child safety rear door locks and two-year extended warranty. Call 595-6795.

### For sale

Hearthstone, slow-burning, high output, soapstone wood stove. 31" W, 26.5" L, 21" D, excellent condition, \$995 negotiable. Call 848-3399 (days) or 683-3298 (evenings).

### Sublet

1 1/2, corner Guy & Lincoln, pool & sauna, hardwood floors, mountain view, secure, available June, \$375 negotiable. 932-5413.

### Sublet

From May to August, negotiable. Townhouse condo, three levels. Walking distance to Concordia and McGill. Exquisitely furnished, six appliances. Patio with garden, heated parking, no pets. Rent negotiable. 848-2919 or 935-2175.

### For rent

3 1/2, métro Frontenac, very clean, quiet. Available July, one month free. 478-1943.

### Condo for sale or rent

4 1/2 near Plamondon metro. Nicely painted, new carpets, fridge, stove, dishwasher, air conditioners. Indoor parking, sauna, pool, view of mountain and St. Joseph's Oratory. Asking \$69,000 or \$550/mo. Call Peter at 342-3181 or 848-2209.

### For sale

4970 Doherty, one block from Loyola Campus, facing the renovated Loyola Park. Three bedrooms plus studio, 1 1/2 bathrooms, finished basement, garage opener. Ideal for professional couple. Asking \$149,000, negotiable. Call 481-0898.

### For sale

House 2+1 bedrooms, South Shore, 20 min. drive to Loyola. Extensive wood-work throughout, finished basement with large office and TV room, large lot, garage and workshop. Close to parks and schools. Low taxes. \$79,000. Call 698-2140, evenings.

### House for sale

Greenfield Park (at 701 Couves Crescent, near Victoria Avenue). 4-bedroom split-level, all brick, well maintained, close to all amenities, cathedral ceilings, hardwood floors, rec room, spacious yard with mature trees. Excellent express bus transportation to downtown. Asking \$118,000. Call 923-1515 or 848-3400.

### Professional CVs

Graduating? Present prospective employers with an attractive and concise CV. For as little as \$60 (price varies according to length/complexity of CV; average is \$75), you'll have two consultations with a professional and 10 copies in English. French for additional fee. Leave message at 369-8844.

### Word processing

For professional word processing at a reasonable rate, call Jill at Profi Services, 745-8952.

### U.S. work permits

We can help Canadian citizens increase their chances of receiving U.S. work permits. Also, U.S. immigration and related business matters. B. Toben Associates (U.S. lawyers) 288-3896.

## Workshops

### EAP Lunchtime Seminar

Expressing Yourself: The Art of Being Heard. Participants will learn how to plan and present their points of view. Thursday, May 22, 12:05 - 12:55 p.m., H-769, 1455 de Maisonneuve. Free. Registration deadline is May 15. Call 848-3668.

## FOUR CONCORDIA STAFF UNIONS ARE JOINING FORCES



CLERICAL STAFF, LIBRARY PERSONNEL, TECHNICAL, AND PROFESSIONAL STAFF UNIONS ARE FORMING A COMMON FRONT ON THE ISSUES OF PENSION AND BENEFITS

**GENERAL ASSEMBLY**  
Tuesday, May 20  
at 5:30 p.m. in H-110

